

Agency Strategic Plan

Department of Minority Business Enterprise

Agency Mission, Vision, and Values

Mission Statement:

The Virginia Department of Minority Business Enterprise (DMBE) is dedicated to the establishment, preservation, and strengthening of minority-owned businesses. The DMBE was established to promote the growth and development of the Commonwealth's minority and disadvantaged business sectors by promoting a diverse business base that is profitable, efficient, and competitive, and that maximizes the opportunity for job creation. The DMBE is responsible for administering the Commonwealth's Small, Women, and Minority (SWAM) and disadvantaged business policies and programs and is empowered to certify SWAM and disadvantaged businesses. As part of the Commonwealth's Commerce and Trade Secretariat team, it is committed to assuring that Virginia is attractive to business leaders from around the world.

Agency Vision:

The DMBE shall direct its efforts toward making the utilization and recognition of SWAM and Disadvantaged business enterprises in the Commonwealth's procurement activities the usual course of practice and promoting economic improvement in the Commonwealth with the creation of new jobs and businesses.

Agency Values:

- **Honesty, Integrity, and Ethic**
 - Serving the Public with a heightened sense of honesty, integrity, and ethic.
- **Helpfulness**
 - Taking extra steps to provide assistance and support to our customers.
- **Quality Customer Service**
 - Projecting trust and mutual respect in our dealings by always providing accurate and helpful advice.
- **Creativeness and Innovativeness**
 - Seamlessly delivering quality customer services.
- **Respectfulness**
 - Developing and training personnel to maximize their creativity and innovativeness.

Agency Executive Progress Report

Current Service Performance

The enabling legislation of the Department of Minority Business Enterprise (DMBE) is found in Section 2.2-1400 et seq. of the Code of Virginia as well as in Executive Order 29 and directs the DMBE to be an advocate in establishing, preserving, and strengthening minority-owned businesses and promote the growth and development of the Commonwealth's minority and disadvantaged business sectors.

For over three decades, the Department has served as a catalyst in promoting and encouraging State procurement diversification and business opportunities for minority businesses. In 2002, the DMBE commissioned a disparity study that found shocking underutilization of the Commonwealth's minority and women-owned businesses. As a result of this study, the DMBE has expanded its minority business certification program to also include the certification of small, women-owned, and disadvantaged business enterprises. The expansion of services has resulted in a significant increase in the level of the DMBE's performance and organizational output.

Examples:

Reports: The Agency generates quarterly and annual procurement reports identifying the Commonwealth's procurement totals with certified firms. Additionally, the DMBE assist all Executive Branch agencies, institutions, commissions, and boards in developing annual SWAM Purchasing Plans.

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Productivity

The P.A.C.E. (Providing Access to Capital for Entrepreneurs) Program is a loan guarantee program. . It relies on the procedures and processes developed and utilized by the state's Small Business Financing Authority for the Disadvantaged Capital Access Fund and financial leverage of lending partners across the Commonwealth to provide loan guarantees for economically disadvantaged entrepreneurs.

The Disadvantaged Capital Access Fund was enacted by the General Assembly in 1999, Code of Virginia, Section 2.1-64.34 et seq., now 2.2-1402.

The P.A.C.E. Program will guarantee up to 90% of the face value of the loan or \$50,000.00 whichever is smaller. DMBE does not make direct loans nor provide grants. Currently DMBE is partnering with First Community Bank N.A., Highlands Community Bank, Virginia Enterprise Initiative Program, Virginia Community Development Loan Program, Virginia Small Business Financing Authority, and Sun Trust. There are seven loans currently be guaranteed under the P.A.C.E. Program.

DMBE productivity has significantly increased in the last 12 months.. The agency has provided an increasing number of services to a greater number of customers over the years. As mentioned above, DMBE has increased service offerings with technical support and certification services to small and women-owned businesses (serving as the lead agency for the SWAM program, and the certification authority for DBE firms under 49 CFR Parts 23 and 26).

DMBE currently has 24 FTEs. The number of FTE has historically ranged between 20-24 FTEs, prior to the new responsibilities. Additionally, the agency has historically processed from 800 to 900 certification applications per year. During a nine-month period in FY 2005, the DMBE processed over 6000 certification applications without an increase in additional resources or staff. This number represents a nearly 300 percent in certification application reviews over the past 12 months.

The DMBE also participated in over 40 outreach events around the Commonwealth (an increase of 300 percent over the former Fiscal Year). in support of partnering agencies, associations and private organizations. These events reached several thousand businesses and focused on conducting business transactions with the Commonwealth. In the past 12 months, the DMBE also provided one-on-one management and/or technical assistance to several hundred firms across Virginia and approximately another 3000 firms seeking assistance by telephone.

A full compliment of Procurement Advocates (a total of four), were hired into the Department by mid-fiscal year. The primary role of the Procurement Advocate is to champion the inclusion of SWAM businesses in the purchasing programs of state agencies and institutions. Their efforts have resulted in agencies, their procurement champions and buyers becoming more knowledgeable of the SWAM program and the important function they fulfill in enriching and enhancing the State's purchasing efforts. The complete picture of this effort should manifest itself in FY 2006-2007.

The reporting and tracking of the efforts of agencies have increased proportionally with the increased and required focus on the SWAM program. During FY 2005, the DMBE staff reviewed between 250,000 and 300,000 line items requests per month that were identified by state agencies on CARS and American Express, for reports to generate monthly, quarterly, and ad hoc SWAM totals.

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Major Initiatives and Related Progress

The DMBE has several initiatives underway to broaden its customer base and while increasing its services to its customers.

Technological Enhancements.

With the assistance of VITA, the DMBE developed and implemented an online certification application component to comply with a recommendation from the Inter-Secretarial Task Force. The newly created SQL database was designed by VITA and provides another convenient mechanism for applicants to submit their certification application. There was the development of an enhanced search capabilities of the SWAM Vendor List on DMBE website for DMBE customers. As each of these features was added our customer base has generated request for more features aimed to save the Commonwealth and themselves time and money.

Certification Program.

DMBE historically certified minority businesses, resulting in a potential customer base of 124,674 for the agency. As of October 1, 2004, the agency now certifies small, woman, and minority (SWAM) businesses resulting an increase in the agency's potential customer base to 727,413.

Unified Certification Program.

The Unified Certification Program, UCP, for the Commonwealth was developed to bring effectiveness and efficiencies to the various certification programs underway by state agencies and institutions. For greater customer convenience, the programs were merged and housed within the DMBE. DMBE continues to enter into various agreements to provide DBE certification to the counties, airports, cities, and other recipients of U. S. DOT funds.

Financial Support and Services.

The DMBE is authorized to manage the Capital Access Fund for Disadvantaged Businesses in conjunction with the State's Small Business Financing Authority. Under this umbrella, the DMBE promotes the Providing Access to Capital for Entrepreneurs (PACE) initiative that is a loan guarantee program designed to employ the financial leverage of lending partners across the Commonwealth and provide loan guarantees for economically disadvantaged entrepreneurs. The PACE program guarantees up to 90% of the face value of the loan or \$50,000 (whichever is smaller). The DMBE does not make direct loans nor provide grants, however, the Department's partners with First Community Bank N.A., Highlands Community Bank, Virginia Enterprise Initiative Program, Virginia Community Development Loan Program, Virginia Small Business Financing Authority, and Sun Trust to provide these services. Currently, seven (7) loan guarantees have been completed under the PACE program.

Virginia Ranking and Trends

Customer Trends and Coverage

The largest increase in SWAM certification has been in the small business enterprises (SBEs) from 0 to over 2,400 certified SBEs. The SBE certification started in October 2004 with no additional resources being provided to DMBE. The WBE Certification Program of self-certifying and paying \$75 per year under the Department of Business Assistance (DBA) has ended and the WBE certification under the SWAM Program is free to WBEs and requires verification of ownership and control by the woman-owner (s) the same as minority-owner (s) for MBE certification. Due to a number of WBEs certified under the old program (DBA) and failing to meet the SWAM Program's criteria these firms has greatly impacted DMBE's resources.

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Future Direction, Expectations, and Priorities

The DMBE intends to continually champion and promote the cause of small, women, and minority-owned business enterprises, as well as disadvantaged business enterprises in the Commonwealth's procurement programs. One component of this process, the certification of SWAM and DBE businesses, also continues to demand increased resources and services. The DMBE has developed a comprehensive and customer friendly certification, re-certification, and appeals hearing process that is consistently applied and interpreted, and that can be used accepted (through reciprocal arrangements) with other governmental entities and jurisdictions. The DMBE will also maximize the use of technology to enhance its mission and improve its performance. One example of this is the enhancement of website features for the online certification application. The DMBE foresees the use of Internet technology to replace onsite hearings that at times can be very inconvenient for customers located outside of the Richmond area.

The DMBE will also increase its efforts to enhance existing and develop new inter-departmental agreements for SWAM and DBE certifications. These agreements are essential to ensuring that the DMBE works cooperatively with other entities and without duplication in its efforts to deliver of its mandates and mission. The DMBE also recognize the need to ensure that current and future personnel have the appropriate skills and training to meet the demands of the agency's evolving mission. As such, the DMBE will work closely with the Commonwealth's Human Resources agency to coordinate training programs that focus on need. DMBE will also pursue efforts to ensure that the increased visibility and demand for services are supported by an effective and efficient marketing strategy that focuses on the appropriate stakeholders, promotes effective programs, and ultimately results in jobs, business opportunities, and economic growth for small businesses, and for businesses owned by women and minorities.

Impediments

- Lack of funding for technology improvements and projects, as well as for specialized programming initiatives;
- Timeliness of a response from VITA on development and implementation for the SWAM and DBE programs;
- Lack of support from many of the Commonwealth's agencies and institutions; and
- Continued efforts to abolish the agency and to merge its programs with those of another state agency.

Agency Background Information

Statutory Authority

The Department is an agency of the Commonwealth of Virginia that was created within the Office of the Governor and under the authority of the Code of Virginia, Title 2.2, Chapter 14 et seq. The DMBE is endowed with the following powers and duties, to:

1. Coordinate as consistent with law the plans, programs and operations of the state government that affect or may contribute to the establishment, preservation, and strengthening of minority business enterprises.
2. Promote the mobilization of activities and resources of state and local governments, businesses and trade associations, universities, foundations, professional organizations, and volunteer and other groups towards the growth of minority business enterprises, and facilitate the coordination of efforts of these groups with those of state departments and agencies.
3. Establish a center for the development, collection, summarization, and dissemination of information that will be helpful to persons and organizations throughout the nation in undertaking or promoting the establishment and successful operation of minority business enterprise.

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4. Within constraints of law and availability of funds, and according to the Director's discretion, provide technical and management assistance to minority business enterprises, and defray all or part of the costs of pilot or demonstration projects that are designed to overcome the special problems of minority business enterprises.
5. Manage the Capital Access Fund for Disadvantaged Businesses created pursuant to Section 2.2-2311, and, in cooperation with the Small Business Financing Authority, determine the qualifications, terms, and conditions for the use of such Fund.

The DMBE is statutorily empowered to perform a number of delineated tasks, including but not limited to making recommendations for legislative and executive actions, as well as adopting reasonable regulations to implement a certification program for minority business enterprises. More specifically, in Title 2.2, Chapter 14:

- Chapter 1400 provides for the establishment of the department, the appointment of the director, etc.
- Chapter 1401 provides the definitions for "Certification" and "Minority business enterprise".
- Chapter 1402 establishes the additional powers and duties of Department to enable the Department to work with several agencies to coordinate programs that establish, preserve and strengthen minority businesses. Its primary mechanisms are through procurement conferences, formal and informal agreements, and the Interdepartmental Board. It also works closely with the state university system, HBCUs and individual colleges and universities to provide educational and technical assistance. It is the center for the state's minority business certification program and provides that information to state agencies, private businesses, and others interested in soliciting minority businesses. The Department, alone or in conjunction with other state agencies, federal entities and private sector associations will provide training seminars and workshops that offer technical and management assistance. The Department will work with various trades associations for the purpose of increasing growth among minorities and disadvantaged businesses. Directs the Department to manage the Capital Access Fund for Disadvantaged Businesses.
- Chapter 2311 provides for the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.
- Chapter 1403 establishes the powers of the Director, as deemed necessary or appropriate, to better fulfill the duties of the Department; the Director must with other state agencies to "develop comprehensive plans and specific goals for minority enterprise programs and establish regular performance monitoring", in accordance with the Virginia Public Procurement Act, Section 2.2-4310.
- Chapter 1404 establishes the Interdepartmental Board and requires cooperation between Departments.
- Chapter 1404.1 provides the authorization to the Departments to allow for use of vendors identified by public institutions of higher education as small, women-, and minority-owned business enterprises. While the Department retains overall authority over the Small, Women, and Minority, (SWAM), certification program, this section establishes the requirements for public institution of higher education to follow and delineates the Department's authority to review the public institution of higher education procurement records.
- Chapter 1405 establishes reporting requirements, solicitation of recommendations, and directs the Department to implement a data collection process.

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Customer Base:

Customer Description	Served	Potential
Colleges and Universities, HBCU	35	35
Disadvantaged Business Enterprises (DBE)	446	476
Federal Agencies	5	10
Governor	1	1
Legislators	140	140
Local Governments	100	136
Minority-Owned Business Enterprises	2,910	103,793
Private Contractors	1,750	19,893
Small Business Enterprises	25,935	470,520
State Agencies	170	170
Voluntary Organizations/Trade Associations	15	20
Women-owned Business Enterprises	3,328	132,219

Anticipated Changes In Agency Customer Base:

During the Inter-Secretarial Task Force sub-committee meetings there were some discussions of certifying firms owned by disable veterans and firms in HUB Zones. The Department was charge with evaluating the possibility of certifying such firms and report on its feasibility by the end of 2005. The Department has already received a number of such requests and inquiries from firms seeking certification in one of those categories. If one or more new certifications designations are subsequently established then a five percent increase in the customer base and demand for services is expected.

Agency Partners:

Department of Business Assistance

- PACE Program, workshops, and seminars

US Department of Transportation

- Certifying agent for the DBE Program for all transportation fund recipients in Virginia

Virginia Department of Transportation

- Supportive Service provider for the DBE Program

Virginia Department of Transportation

- Certifying agent for the DBE Program

Washington Metropolitan Airport Authority

- Virginia Unified Certification Program partner

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Agency Products and Services:

Current Products and Services

Capital Access Fund for Disadvantaged Businesses

In accordance with the legislative mandate, the Virginia Department of Minority Business Enterprise has aggressively focused on the development of the Capital Access Fund for Disadvantaged Businesses. This is the foundation of the Department's Providing Access to Capital for Entrepreneurs Program. (P.A.C.E). The goal of the P.A.C.E. program is to expand the purview of the Department of Minority Business Enterprise through the provision of critically important financial resources for disadvantaged entrepreneurs. The Department has leveraged the current funding of \$300,000 for loan guarantees into loans totaling over \$600,000 from the Program's lenders. The successful implementation of the PACE Program is facilitated through building and maintaining effective partnerships with a committed network of lenders, as well as with funding of the Capital Access Fund for Disadvantaged Businesses to the \$1,000,000 level, as indicated at the inception of the Fund.

Procurement Reporting and Coordination with State Agencies

The annual Procurement Report summarizes the amount of purchasing dollars state agencies spent with minority businesses, related to total agency dollars spent on procurement for the year. In the past, the Procurement Reports only report upon purchases from ethnic minorities. Ethnic minorities are highly visible and extremely important groups that must be tracked and measured by a number of measures: year-over-year growth, the number of contracts obtained, the size of the contracts, the number of solicitations, and number of different firms contacted in each of the aforementioned categories. The Governor's Executive Order 029 established a quarterly reporting cycle for the Agencies and required the data on Small business enterprises, Women-owned business enterprise, And Minority business enterprises (SWAM). The Department is the focal point for collecting and reporting this information to the Governor.

Certification of SWAM/DBEs

Lists of certified businesses and a declaration of the certification process are the most sought products the agency delivers to its customers. VDMBE is the primary agency for state certification. VDMBE assist SWAM/DBEs in establishing validation of their business capacity through certification with the Commonwealth of Virginia.

As part of its outreach efforts, the Department provides a number of discrete services. They are as follows:

Certified Businesses and Specialized Vendor Lists

The Department's primary publication is the VDMBE SWAM Vendors List. The requests for this publication come from various places: state and local governments, private firms seeking to incorporate minority firms in their bids, and procurement officers seeking to assure that minorities know about an IFB or RFP. There are enormous requests for Specialized Vendor Lists of Certified Businesses from the state and local governments as well as private firms. The Department's has made the list available on its website for downloading and has provided user with a means to search the list of Certified Businesses.

Management Assistance and Technical Assistance to SWAM/DBEs

The Department conducts business assessments of SWAM/DBE firms to determine the type of management assistance needed. The assessment determines the sufficiency of the firm's organizational structure, management team, business model, market and/ or distribution area, and their business capacity to create value.

The Department's technical assistance range from engaging select firms in a core curriculum designed to improve business operation to providing highly specialized direct services to assess internal controls, manufacturing and processing, estimating, bidding, cost analysis, and distribution.

The management assistance and technical assistance are extended to the field, when possible, where the assistance is applied to the project.

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Marketing the Agency

The primary reason to market the Agency is to improve the visibility, customer perception, and the citizens of the Commonwealth's knowledge of the Agency's programs and services. By implementing an effective marketing strategy and customer feedback mechanism targeted to state government partners and DBE/MBE/WBEs; local, county and federal procurement officers; corporate MBE program directors; the Agency personnel will educate agency customers on ways to access and utilize agency services. The overall advocacy mission of the Department will be shared with stakeholders through marketing presentations at conferences and seminars. The Office of the Director is the primary point of contact for coordinating all agency media relations, and developing print and broadcast materials for effective public relation campaigns.

Other Services

Mentoring, Marketing, Financial Assistance, and Training directly or through Workshops, Seminars, Conferences and one on one counseling and access to the Department's Procurement Opportunities Database and Plans Room.

Factors Impacting Agency Products and Services

- The old WBE certification process used a self-certifying method and now under the SWAM program a number of these firms are submitting business documentation for re-certification that has a male(s) running and/or owning the business. This scenario has lead to denials of WBE certifications to a number of businesses which have resulted in an increase in the number of informal and formal hearings, legislators calling or corresponding, third party challenges, buyers, lawyers and others contacting DMBE's staff and hence impacting services.

Anticipated Changes in Agency Products and Services

- The demand for DMBE customer services are anticipated to continue to increase as the SWAM and UCP program participants seek to do business with the Commonwealth.
- DMBE's Management and Technical Assistance services are seeing an increase demand due to the large increase in newly certified firms. To meet the demand alternative means of delivering these services will need to be explored and implemented.

Agency Financial Resources Summary:

DMBE's receives greater than 67% of its funding from non-general funds and less than 33% its funding from general funds. During FY 2005 DMBE accepted the responsibility for certifying small, women-owned, and DBE firms. Only the DBE certification process came with resources (non-general funds) to support the process. Due to commitments made by VDOT to the Federal Highway Department the DBE certification cost will be increasing with out any increase in funding from VDOT. The small business (SBE) and women-owned business (WBE) certification responsibilities came to DMBE with no resources (funding or personnel) and requires more than half of DMBE certification resources.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$678,948	\$1,338,243	\$678,739	\$1,338,243
Changes To Base	\$15,747	\$42,111	\$15,747	\$42,111
AGENCY TOTAL	\$694,695	\$1,380,354	\$694,486	\$1,380,354

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Agency Human Resources Summary:

Human Resources Overview

The Department increased its workforce this past year with the addition of five positions transferred from the Virginia Department of Transportation (VDOT). These individuals made up the DBE Certification Program of VDOT. Four individuals were transferred to DMBE in October 2004 and are performing work as Certification Analysts. In addition, and since the completion of the Workforce Plan for FY 2004, the Department has added four Procurement Advocates positions. These individuals bring the agency's total number of FTEs to 25. On June 30, 2005, the agency recorded a head count of 16 filled positions and 9 vacancies.

Due to Budget uncertainties, the agency has been unable to fill several positions. Many of the responsibilities have been shifted to the agency's Confidential Policy Analyst and to the Division Manager. Some task assignments have been made to P-14s.

The agency is vulnerable to a loss of some staff to as a result of increasing workloads, a lack of performance incentives, budget to insure state benefits received by Full Time Equivalents also are given some of those who have worked for a long period as P-14s, and the lack of consistent support for agency programs.

Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level	29
Vacant Positions	6
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	17
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	6
Contract Employees	0
Total Human Resource Level	23

Factors Impacting Human Resources

Additional personnel and funding to adequately support the SWAM certification program, the Virginia Unified Certification Program required by the U.S. Department of Transportation, and to make needed IT changes to facilitate both certification programs and DMBE's customers and partners. The additional resources are need is due in part to the large increase in SWAM certification for the small business enterprises (SBEs) from 0 to over 2,400 certified SBEs. The SBE certification started in October 2004 with no additional resources being provided to DMBE. The (self-supported) WBE Certification Program of self-certifying and paying \$75 per year under the Department of Business Assistance (DBA) has ended and the WBE certification under the SWAM Program is free to WBEs and requires verification of ownership and control by the woman-owner (s) the same as minority-owner (s) for MBE certification. The WBE certification was transferred to DMBE in October 2004 with no additional resources. Due to a number of WBEs firms certified under the old program (DBA) and failing to meet the SWAM Program's criteria for WBE certification and SBE firms seeking WBE certification, these firms has greatly impacted DMBE's resources.

Anticipated Changes in Human Resources

DMBE expects to have filled 90% of the FTE positions by the end of the first quarter of FY 2006.

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Agency Information Technology Summary:

Current State / Issues

DMBE has continually evaluated its current application development capability to ensure that its business needs are met. With the assistance of the Virginia Interactive (formerly VIPNET), DMBE has developed most of the applications that DMBE customers and staff use to meet the responsibility of certification of small, women, and minority owned businesses in the Commonwealth.

The new online certification application has required the need to update the use of current MS Access databases to SQL. DMBE has maintained these critical applications as information technology hardware and software and management of information technology changes.

DMBE has also implemented a more efficient administrative cue for the input and maintaining of client information in the SQL database.

DMBE is in the process of evaluating the feasibility of establishing VPN connection to the agency server to ensure field staff, which remotely accesses the network, can access outlook, Internet, and public files in a timely manner.

Factor Impacting Information Technology

Changes driven by VITA transformation activities may change DMBE's ability to serve external agency and internal information technology customer needs.

DMBE customers are expecting to transact their business with DMBE across automated system expeditiously. This has required DMBE to expand electronic government services, and consider possible modification and enhancements to application currently in process.

Under the Unified Certification Program, DMBE will need to develop a DBE directory to service all Virginia recipients of federal dollars from the U.S. DOT. The directory will require the ability to be searched.

New requirements/commitments by VDOT to the Federal Highway Department will required changes to the DBE database to collect the required information for reporting DBE certification activities.

Anticipated Changes / Desired State

DMBE anticipates the several projects, which may require some procurement associated with current agency IT needs. The project will require the development of one vendor directory for DBE firms certified under the Unified Certification Program, UCP, as required by the U. S. DOT and a the ability to search the directory.

DMBE anticipates receiving high quality and timely service from VITA, responsive to our locations and field staff across the state, with no increase in service cost.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$10,000	\$0	\$10,000
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$6,000	\$8,000	\$15,000	\$5,000
Totals	\$6,000	\$18,000	\$15,000	\$15,000

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Agency Capital Investments Summary:

Current State / Issues

DMBE has no capital investment nor plan to have any capital investment in the near future.

Factors Impacting Capital Investments

Not applicable at this time.

Capital Investment Alignment

Not applicable at this time.

Agency Goals

Goal #1:

The Agency's goal for P.A.C.E. is to successfully administration and management of the Capital Access Fund for Disadvantaged Businesses in a manner that results in 4 or more sound loans per year.

Goal Summary and Alignment:

The Agency's objective under this goal is to assist and support the long-term growth and development of disadvantaged businesses within the Commonwealth and provide means for individuals with diminished capital and credit opportunities to compete in a competitive market area.

Statewide Goals Supported by Goal #1

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.

Objectives For Goal #1

Objective 1.

Goal #2:

The goal for Certification is to increase the number certification of Small, Woman, and Minority (SWAM) Businesses and Disadvantaged Businesses (DBE) by 25%.

Goal Summary and Alignment:

The Agency's goal is to increase the number of SWAM certified businesses by 25 % to support the long-term growth and development of SWAM businesses within the Commonwealth and provide means for competitive bidding for State contracts.

Statewide Goals Supported by Goal #2

- Be recognized as the best-managed state in the nation.

Goal #3:

The goal for Outreach is to provide assistance to SWAM firms that would produce greater participation in State procurement with SWAM certified firms.

Goal Summary and Alignment:

The Agency's goal is to assist State Agencies finding and using SWAM business in the Procurement goods and services to a level 30%.

Statewide Goals Supported by Goal #3

- Engage and inform citizens to ensure we serve their interests.

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Goal #4:

The goal for Procurement Reporting and Coordination is to produce the SWAM Quarterly Reports within 30 day of the end of the quarter as a tool, along with the Procurement Advocate, to assist agencies in meeting their SWAM goals.

Goal Summary and Alignment:

The Agency's goal is to provide timely and accurate reports to its customers.

Statewide Goals Supported by Goal #4

- Be a national leader in the preservation and enhancement of our economy.